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2009 - 2012 Strategic Plan



Message from the City Council

Now is the time for Maricopa to plan for a prosperous future. Residents have selected Maricopa as their home due to its small-town feel, safety, and welcoming atmosphere. Although there is a slowdown nationally in the housing market, people continue to move here because of the quality of life, affordable housing and the ability to create a prosperous and healthy community for themselves and their families.

Let's seize this opportunity to enhance our foundational documents and ensure we have the best framework possible for guiding the growth of our ever expanding City. As one of these primary guiding documents for the City, this Strategic Plan sets broad Council priorities, provides specific direction for the immediate future of Maricopa and establishes a strong



Mayor
Anthony Smith



Vice Mayor
Brent Murphree



Councilmember
Carl Diedrich



Councilmember
Edward Farrell



Councilmember
Marvin Brown



Councilmember
Joe Estes



Councilmember
Marquisha Griffin

foundation upon which to build strategies that will guide future activities and the development of the community.

With this Strategic Plan and the involvement of the most critical element of our community, our citizens, we are confident we will indeed ensure a prosperous future for Maricopa.

To successfully do all that's needed we must operate on two different levels. In the short term, policy-makers and staff must keep our fast-moving economy progressing smoothly by reacting and responding to the immediate needs of residents, developers, and businesses. In the long term, investment in this strategic vision requires resources. For this reason, everyone involved in implementing this plan must realize every decision made is a strategic decision affecting our City's future.

The Business Planning Process

Whether it is a small business or a multi-national corporation, all thriving enterprises have a business plan. In many cases, the plan is a "to-do list" locked in the mind of the owner -- a fuzzy image of the future. In other instances, the plan is an elaborate written list of missions, visions, goals and objectives.

Municipal governments, by their nature, present interesting challenges to the process of business planning - they are democratic, egalitarian and inclusive. The chairman of the board (Mayor) may have a clear dream of where the City needs to go. Each member of the board of directors (Council) may have their own visions, and the chief executive officer (City Manager) adds another set of impressions. City staff, department heads, and non-elected community leaders and advocates contribute as well. Opportunities for conflict concerning the plan abound; that is why enlightened cities collect the hopes, dreams, and expectations of all stakeholders, put them in writing, study them for continuity, publish the results, and then distribute the strategic plan so all can share the common vision.

The purpose of the City of Maricopa Strategic Plan follows that line of thinking. It collects ideas from a broad range of stakeholders; methodically analyzes those ideas within the framework of the enterprise; develops business options and selects alternatives that best serve the organization's interests; forces policy makers to negotiate conflicting priorities, come to agreement on unified action, and assign resources.

Strategic Business Policies

The following are statements of policy that the Mayor and City Council will use in assessing and deciding the future direction of the City of Maricopa. We will . . .

- Use the City's General Plan as a strategic guide
- Use the City's Capital Improvement Program to direct infrastructure investment
- Use the annual budget process to assess long-term progress and advance strategic objectives
- Reach out and engage our residents, making them an active part of Maricopa's governance
- Appropriately manage the public services provided to our residents, only offering those programs clearly needed and wanted. Services we offer will be provided in a fair, equitable, efficient, and fiscally responsible manner
- Develop partnerships with utility agencies, nonprofits, and faith-based organizations to support desired programs
- Intentionally balance development to make Maricopa, at build-out, physically, economically, socially, and environmentally sustainable

Business Environment

Organizations operate within two environments of constant change. The first is internal. It is focused on those issues that can be directly controlled or significantly influenced by our own, independent actions. Personnel decisions, program and service priorities, and financial choices are all part of this internal environment.

The second, the external environment, describes those areas where the agency has little control or ability to influence conditions. It is the environment that the agency cannot alter but can only decide how to respond and react to the coming change.

The following statements reflect an assessment of both the internal and external conditions that must be addressed as well as trends/assumptions used in building this Plan. For a more exhaustive discussion of current conditions and the anticipated need for change, see Appendix A - An Environmental Scan.

- For the foreseeable future, the world-wide economic decline will affect our local economy
- Maricopa must continue to balance business interests, jobs and employment, and residential development. Attraction of quality jobs into the area and the development of employment centers is a priority. The additional jobs will enable economic sustainability
- The City of Maricopa will continue to be a prime location for home buyers looking for quality of life amenities and value
- The City will adapt to economic changes through innovation and fiscal responsibility
- As a result of global trends demanding greater environmental stewardship, the City must respond by implementing appropriate sustainability initiatives
- The organization will continue to embrace citizen engagement, cultural diversity, sustainability, partnerships, improved communications, innovation, economic development, transportation, quality of life, environmentally compatible building designs, and customer service
- Maricopa will continue to be a leading voice in Pinal County, coordinating and participating with regional partners to achieve goals
- Maricopa will effectively engage boards, committees and commissions and emphasize meaningful citizen participation at all levels of local government
- Maricopa will implement performance measures in order to be responsive to citizens' demands for accountability and improved services



The City of Maricopa

Mission

The City of Maricopa will be open, responsive, and accountable while serving the public with integrity.

Vision

Maricopa will be a model American city, responsive to its citizens, the environment, and its neighbors, while keeping its small-town feel.

Maricopa will be a clean, safe, friendly, proactive, sustainable community where residents are encouraged to be involved in community activities, physical recreation, learning opportunities, service projects, and contributing to a high quality of community life.

Maricopa will stimulate, promote and support the development of basic retail, light industrial, industrial, and service industries consistent with community needs for services, employment, and quality of life.

Maricopa will govern with the best value to citizens for tax dollars spent. The City will work to resolve issues with a win-win philosophy, treating all with respect and fairness.

History of Maricopa

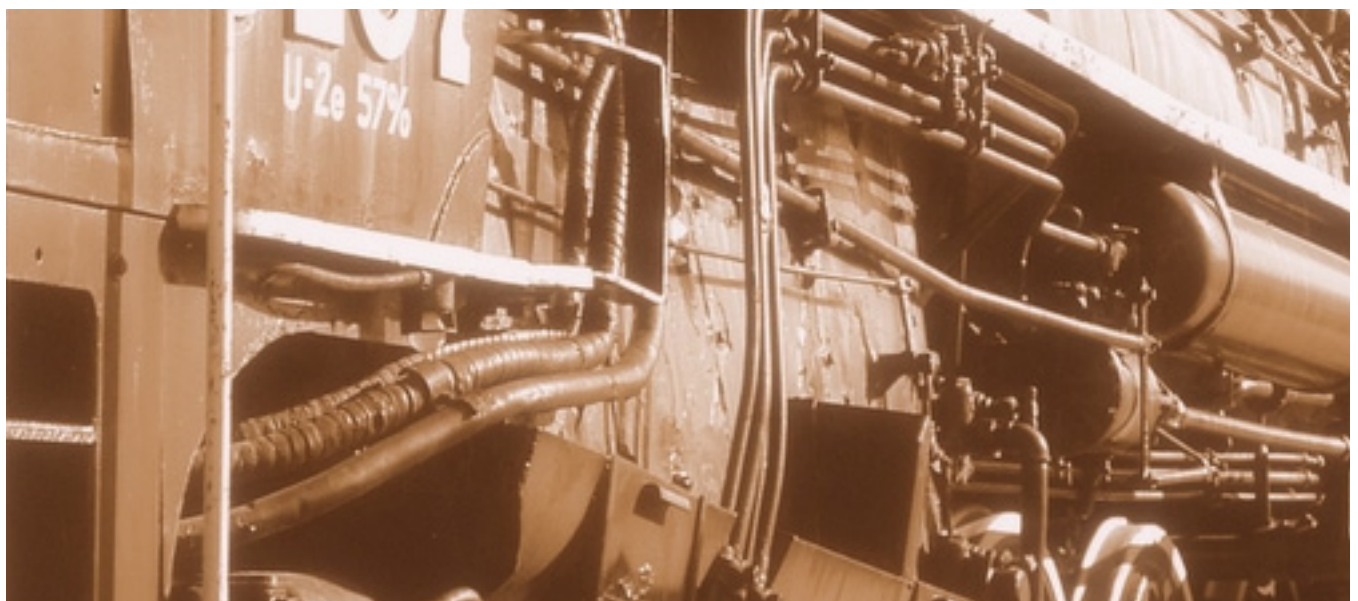
The Native American communities established deep agricultural roots that define Maricopa's history as the center of an important trade network. The Maricopa community was first described in a journal

entry in 1694 by Father Eusebio Francisco Kino as an established agricultural community.

The Early Settlers and the Railroads: This area, eventually known as Maricopa Wells, was a dependable source of water along the Gila Trail and became an important and famous stage stop for the Butterfield Overland Mail Line that stretched from St. Louis to San Francisco. The 1870s brought the railroad south, and eventually a spur line was built from Maricopa to Phoenix. Today's Maricopa Road (John Wayne Parkway) lies over the top of that old rail line. In 1935, Maricopa developed a hearty farm economy as rail traffic north was halted.

A Community Develops: Some of the farms and pecan groves gave way to new rooftops, paved roads and endless opportunities for residents. On October 15, 2003, the community known as Maricopa was incorporated and officially became Arizona's 88th city. The incorporation effort was led by a group of visionaries from the community who saw the potential for Maricopa to become a diverse community where friends and strangers alike are welcome. As a newly established city, Maricopa was only 29 square miles and home to approximately 5,000 residents.

Maricopa becomes a City: Upon incorporation, the Pinal County Board of Supervisors appointed seven City Council members to run Maricopa. Those seven leaders selected a mayor, hired a City Manager/ City Clerk and a City Attorney. Maricopa had no official city hall, so the City Manager's home served as headquarters for a few months while getting the City up and running. The first order of business for



Maricopa was to create a city code. Official meetings were held at the local high school multi-purpose room.

City leaders eventually acquired modular buildings to serve as the interim City Hall and the Public Works facility. In March 2004, Maricopa saw its first municipal election, in which one council member was elected. In May 2004, another election was held, and the six other councilmembers were elected. This first group of councilmembers chose a mayor from the initial group of leaders to direct the monumental task of running the City. Maricopa officially took over all duties from Pinal County on July 1, 2004. The City's staff was small in numbers but extremely dedicated to establishing and serving the Maricopa community.

Experiencing Growth: In the middle of the housing boom, staff worked diligently to create all of the forms, applications, and licenses to officially provide municipal planning, permitting and licensing services. Like many other cities in Arizona, Maricopa witnessed a massive influx of new home construction and worked quickly to establish development impact fees in order to capture revenue to fund necessary services. The City Code was completed and officially adopted by the City Council. Maricopa formed partnerships with the Pinal County Sheriff's Office to provide law enforcement and the Maricopa Fire District to provide fire safety services. In 2004, Maricopa received the donation of its first library from the Maricopa Cultural Activity Center.

Maricopa citizens adopted the City's first General Plan in 2006, providing guidance for the community and direction for municipal leaders. Pacana Park, Maricopa's first municipal park, also opened for public use in 2006. In 2007, Maricopa was proud to announce the creation of its very own police department and the assimilation of the Fire District, establishing the first official municipal fire and police departments. The Maricopa team continues to fulfill its commitment to provide a progressive and responsive government to serve its residents.

Maricopa Today: Maricopa has grown rapidly from a small community to a bustling city encompassing over 55 square miles of land and serving as home to over 35,000 residents. The City Council and staff continue to provide citizens with more services and a more accountable government, and the Maricopa community stays true to the original vision of being known as a "community with a heart" while incorporating a new promise: The City of Maricopa is a family-oriented, vibrant community for residents and businesses seeking careful growth, environmental awareness, and a high quality of life.



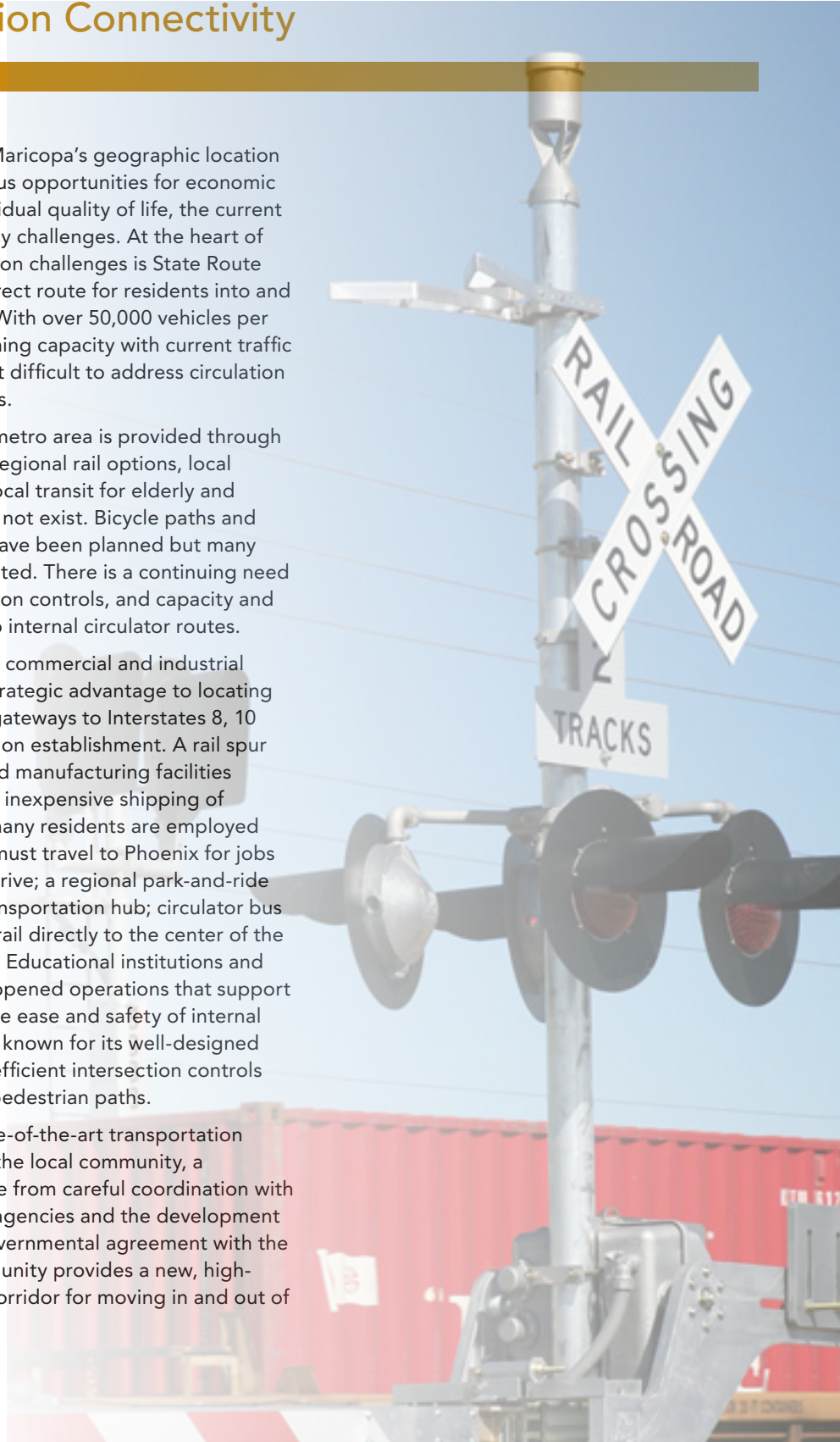
Transportation Connectivity

Current State: While Maricopa's geographic location could create tremendous opportunities for economic development and individual quality of life, the current conditions present many challenges. At the heart of Maricopa's transportation challenges is State Route 347. It is the primary direct route for residents into and out of Metro Phoenix. With over 50,000 vehicles per day, SR 347 is approaching capacity with current traffic and the City is finding it difficult to address circulation and mobility constraints.

Transit to the Phoenix metro area is provided through the Maricopa Xpress. Regional rail options, local circulator service and local transit for elderly and disabled individuals do not exist. Bicycle paths and pedestrian walk-ways have been planned but many have yet to be constructed. There is a continuing need for additional intersection controls, and capacity and safety improvements to internal circulator routes.

Future State: Potential commercial and industrial developers will see a strategic advantage to locating in Maricopa with easy gateways to Interstates 8, 10 and 17 and future aviation establishment. A rail spur provides agriculture and manufacturing facilities with an opportunity for inexpensive shipping of their products. While many residents are employed locally, those who still must travel to Phoenix for jobs have options: an easy drive; a regional park-and-ride facility to serve as a transportation hub; circulator bus service and commuter rail directly to the center of the metro business district. Educational institutions and medical facilities have opened operations that support residents because of the ease and safety of internal circulation. Maricopa is known for its well-designed local streets, safe and efficient intersection controls and its bike lanes and pedestrian paths.

While some of this state-of-the-art transportation system was funded by the local community, a significant portion came from careful coordination with partner governmental agencies and the development community. An intergovernmental agreement with the Gila River Indian Community provides a new, high-speed transportation corridor for moving in and out of the City.



STRATEGIC

Objectives and Activities

Enhance safety, mobility, and connectivity of our regional and intra-regional transportation system.

- Work with regional partners to begin implementation of the Regionally Significant Routes for Safety and Mobility plan
- Work with the State Transportation Board and ADOT staff to acquire funding for widening and safety improvements on SR 347
- Work with the Gila River Indian Community to build a partnership that will facilitate widening and safety improvements on SR 347

Enhance safety, mobility, and connectivity of our intra-city transportation system.

- Implement the Parkway Loop System as determined in the Maricopa Regional Transportation Plan
- Complete road maintenance and improvements as necessary

Work with the Union Pacific Railroad and other interests to improve safety and support Maricopa's economic development efforts.

- Plan for grade separations at strategic locations to support the City's surface transportation system
- Start negotiations for construction of rail connections that support economic development
- Support regional passenger rail projects

Develop an effective mass transit system to serve all Maricopa residents.

- Begin steps to develop a local circulator bus system
- Begin steps to facilitate Dial-A Ride service for the elderly and persons with disabilities
- Facilitate passenger rail opportunities between Maricopa and other metropolitan areas
- Expand the destinations and timeframes offered by the Maricopa Xpress as funding allows
- Establish transit hub including rail, bus and local circulator

Continue development of a general aviation airport to serve Maricopa residents and businesses.

- Acquire environmental clearance for a general aviation airport and acquire the property necessary
- Continue planning for a general aviation airport

Long-Range Success Indicators

- A resident of Maricopa can drive into and out of Phoenix during rush hour without significant delays caused by congestion on State Route 347
- Local businesses have effective rail transportation to ship their raw material into Maricopa, and their finished products out of Maricopa
- Rail crossing under/overpasses improve safety and make waiting for rail traffic a thing of the past
- Maricopa residents have a cost-effective and efficient alternative to driving their individual automobiles to and from work in Metro Phoenix
- Maricopa has a Dial-a-Ride type service
- A high-speed route other than SR 347 is available to access Metro Phoenix
- Traffic passing through town does not have to clog the new downtown retail and entertainment center
- The City of Maricopa has a general aviation airport supporting residents and businesses



Quality of Life

Current State: As a new community, Maricopa lacks amenities that more established cities have, such as parks, facilities, trails, and developed open space. Public buildings and assembly areas either don't exist or are temporary buildings. The retail shopping, restaurants, and entertainment options that make a community attractive are in their infancy. Maricopa continues to retain its small-town feel but lacks institutional connections - charities, churches, civic organizations, and the arts communities are slowly emerging.

Future State: Maricopa will be the most desirable municipality in this region where people live, learn, work, worship, and play. The City will be economically, environmentally, physically, and socially sustainable.

The parks, open space, recreation programs, and library facilities are second to none. They encourage residents to connect with each other and are designed to keep people physically, mentally, and emotionally strong.

The make-shift municipal facilities of today will blossom into proud public assets reflecting Maricopa's unyielding demand for quality. The municipal complex, public safety buildings, and assembly open spaces will make residents proud.

Quality retail shopping, restaurants, and entertainment options have been established. Maricopa will retain its small-town feel, while concentrating urban amenities in a vibrant downtown that attracts and connects people.

A wide-range of employment options provide the link between economic sustainability and quality of life.

Intentional partnerships drive a sense of community, and institutional connections are vital to the operation. Business associations, civic organizations, and arts groups are the heart of the community; nonprofits are the soul; churches are the spiritual foundation. These community institutions contribute to Maricopa's "quality of life."

Objectives and Activities

Connect with residents.

- Help people learn about, and take pride in, their community
- Support Maricopa's youth
- Make day-to-day local government interactions with residents efficient and enjoyable
- Provide a variety of means for the community to get information

Continue implementation of the City's parks, trails and open space master plan.

- Initiate design concept for sports complex
- Purchase land for parks
- Cultivate partnerships to develop aquatic/recreation center

Implement the City's capital improvement program.

- Establish infrastructure
- Create joint use facilities with strategic partners
- Effectively use bonding capacity, if deemed appropriate

Build high-quality developments and public amenities.

- Continually update and improve the construction delivery method and construction regulations
- Follow the guidelines and recommendations set forth in the Redevelopment District Plan
- Maintain and improve relationships with public and private entities
- Identify a development path that will bring us closer to economic sustainability

Create partnerships with community organizations and institutional interests.

- Support the organizations and initiatives that address the social services needs of Maricopa
- Continue to work closely with local business organizations
- Support local nonprofit organizations
- Work directly with institutions interested in creating a center of higher education

Address environmental concerns.

- Implement sustainability initiatives
- Take a regional leadership role on the particulate matter-10 (PM-10) issue
- Work with agriculture to collectively determine a PM-10 strategy and joint compliance activities
- Develop and implement best management practices focused on airshed including dirt roads, field crops and livestock



Long-Range Success Indicators

- The Maricopa civic complex is built and occupied
- Institutional partners are connected with, and empowered by, local government
- Residents seek out participation opportunities
- Young people participate in civic activities
- The City of Maricopa building codes assure long-term, high-quality, sustainable development



Economic Sustainability



Current State: Maricopa is in its infancy with significant infrastructure challenges, an inadequate economic base, and transportation/circulation challenges. As a young community we need to establish policies, procedures, priorities, and the accompanying tools to encourage economic development. Unless we work diligently to create a sustainable community, we are destined to become another bedroom community of Phoenix.

Future State: Maricopa will be a self-sufficient, sustainable economic unit. Our public policies will promote industries that provide residents ample opportunities for employment. We will attract the critical health care and educational services every vital community wants. We will bring retail and commercial development to financially support desired public programs and services. We will craft mutually beneficial alliances with our neighbors, local businesses, nonprofit organizations, schools, and regional partners. If they want, our residents will be able to live, learn, work, worship, and play without ever leaving the corporate limits of Maricopa.

To create this future we must significantly invest in a strong physical infrastructure, a redevelopment district to assure and support renewal, and a patient commitment from residents to a long-term vision. A hospital and acute care facility, a community college campus and numerous industrial/commercial parks are all in our future. When completed we will have an economic development operation and tools to compete with any municipality in the region.

To make our community and its economy sustainable, Maricopa must ask six key questions. How will our decisions...

- develop, support, and renew our local economy?
- enhance neighborhoods and communities?
- give the widest range of options to our residents?
- protect and enhance our natural environment and resources?
- integrate the highest quality design into physical development?
- assure a long-term future?

Objectives and Activities

Continue implementation of the City of Maricopa internal programs for Economic Development.

- Complete development of the Redevelopment Plan and gain citizen acceptance
- Gain Council approval of a Downtown Development Plan
- Create a fully developed and appropriately equipped Economic Development Department to perform tasks needed to improve the local economy
- Appoint a full-time director of Economic Development
- Establish the Maricopa Economic Development Corporation and begin fundraising activities
- Provide significant participation in the establishment of an incubator for new businesses
- Continue and grow the business retention and expansion program

Facilitate Maricopa's physical infrastructure development.

- Enhance economic development by entitling land for the purpose of new commercial and industrial development
- Support new industrial and commercial development
- Work with the Union Pacific Railroad to improve railroad connections serving the industrial and commercial needs of Maricopa

Continue efforts to attract new and retain existing jobs and economic development projects.

- Attract new employers representing substantial numbers of new jobs
- Attract high wage employers to Maricopa
- Support workforce development training
- Attract a hospital to serve the health care needs of Maricopa's residents

Long-Range Success Indicators

- The City of Maricopa budget is capable of producing sufficient general fund income to pay for all public services
- There are sufficient employment opportunities within the City limits to support all residents who need and want jobs
- The Redevelopment District is in place
- The Economic Development Corporation is in place
- City staff have shovel-ready industrial sites to actively market
- There is official commitment from a major acute care hospital to locate in Maricopa
- There is official commitment from an institution of higher education to locate in Maricopa

***Our residents will be able to live,
learn, work, worship, and play
without leaving the City limits.***



Managing the Future

Current State: Maricopa is in a period of transition. It is a new city, which experienced an aggressive and dynamic development environment that placed great pressure on untested systems. Operational controls were pieced together from standard industry models. A recent downturn in the economy provided time to catch up and install much needed systems.

Finances are currently stable but conditions could change. With a small number of retail operations and the resulting sales tax leakage, dollars for additional public services are limited. As a new community there is an overwhelming need for physical infrastructure. Bringing in new businesses and economic development is a priority, but competition is fierce.

Future State: Managers and staff are experienced. They have been well trained and have the tools needed to serve Maricopa residents. The policy team is equally prepared and ready to move Maricopa to the next level.

They have mastered the fundamentals and adapted to change, anticipated the needs of community partners, enhanced written policies and procedures supporting quality development, and developed a culture driven by communication, professionalism and teamwork.

Maricopa's highly-educated, skilled, and motivated residents are active partners in government. Maricopa is a close-knit, well-connected, and sustainable community.

Policy makers have confidence in the City's staff to solve the day-to-day problems and advance critical projects. Strategic decisions are given the attention they deserve. Keeping focused on strategic direction takes tenacity, but the staff's competency allows policy makers to take the time to focus on the future.

Objectives and Activities

Implement the Council's policy direction and strategic plan.

- Regularly review, collect citizen input on and update the strategic plan
- Implement a quarterly reporting method to

demonstrate progress toward achieving strategic goals

- Gain Council approval of a City of Maricopa community-growth policy
- Develop and implement a plan for sustainability that addresses all three aspects: economic, social and environmental

Support and engage strategic partners.

- Identify possible partner agencies
- Establish rapport with possible partner agencies
- Create opportunities for win-win
- Evaluate effectiveness of relationships
- Annually review list of partners to identify new partner agencies
- Maintain relationships with businesses, governmental agencies, tribal communities, non-profits and educational partners

Ensure residents are informed about and satisfied with municipal services.

- Implement the Citizen Survey on a regular basis
- Fully implement the communications plan

Create a positive organizational culture.

- Systematically establish a culture of teamwork among managers and staff
- Support the policy group by promoting teamwork and cooperation
- Establish a culture of professionalism
- Promote high levels of internal and external customer service

Support ongoing quality of life focus areas.

- Continue with progress and effective planning for the Department of Public Safety
- Continue to support and partner with local service providers, social agencies and institutions that provide services to the community



Long-Range Success Indicators

- Regional partnerships are productive
- There is a growth neutral revenue stream
- A majority of citizens understand the mission
- Maricopa responds quickly in all situations
- There is a team-oriented professional culture

Appendix A: An Environmental Scan, 1/1/09

Internal Strengths and Challenges

Elected Officials: The City Council is an open minded group of individuals whose service is centered on citizens' needs. This governing body is comprised of active individuals, and as a group they are a proactive. Their diversity gives them strength as the representative agents for the citizens. They recognize the need for and have a deep desire to develop and maintain strong organizational partnerships with state, tribal, school, and regional organizations.

Staff: Maricopa currently employs a diverse staff with a passion for the community; they desire to make a difference and are motivated by public service. These employees possess a strong balance of private and public sector experience, which facilitates a knowledgeable, professional, experienced working environment. Staff has the courage to be innovative, and their approach is not burdened by restrictive historical practices that could conflict with the change that is required to stay ahead of the needs of the citizenry.

Fiscal Philosophy: Maricopa has endeavored to achieve economic sustainability through conservative fiscal policies. As a result, the City has accumulated significant capital reserves that will provide a funding source for future projects. The availability of these reserves provides a foundation of fiscal stability for Maricopa's prosperous future.

Organizational Culture: There is a great passion for excellence in public service. Staff members are willing to work hard and do what it takes to get the job done while remaining flexible and open to positive change. A can-do atmosphere abounds, and employees prize integrity and ethics. The organizational culture is evolving from a whirlwind, do-what-you-can pace to a more stable environment. Honesty, creativity, and passion are prized, and respect for the interdependence of departments is valued.

The City of Maricopa has emerged from a period of transition and is entering the next phase in its development. As the organization moves forward, it is challenged to continue to gain strength through the development of a culture driven by communication, professionalism and teamwork. The challenge will be to focus on the overarching vision for the City, building organizational fundamentals, adapting to changes locally

and nationally, anticipating the needs of community partners, building brand recognition, continuing to enhance written policies and procedures, and ensuring the foundational documents allow the City to be continuously productive and competitive in the regional, national, and global economy.

External Opportunities

Citizens: People are drawn to Maricopa not only by its surroundings, but also by its small-town atmosphere, sense of community, and proximity to the amenities of the Phoenix metro area. The friendly community environment demonstrates the legacy of its pioneer past - when words were few and actions mattered.

The Maricopa community is also highly educated, with over 88 percent having some post-high school education and 52 percent possess a bachelor's degree or higher. In addition, the majority of households have at least one computer, indicating a technically savvy community; residents enjoy a somewhat active lifestyle, participating in outdoor activities and events, enrichment programs and neighborhood functions.

Location and Physical Assets: Maricopa is strategically located in the middle of the future Sun Corridor Megalopolis, in the northwest corner of Pinal County. This area is known for its striking Sonoran desertscapes and natural beauty. The western region of the planning area is dominated by protected vistas. Maricopa is in a position to enjoy the benefits of shorter travel times to critical locations. The City also has large amounts of developable land and a 100-year supply of water to provide for future development needs. The strategic location and transportation assets open up the possibility of attracting manufacturing and warehousing industries seeking rail access and looking to escape the high costs associated with business locations on the west coast.

Maricopa's location also provides challenges. State Route 347 is the primary direct route to the jobs, shopping and entertainment in the Phoenix Metro area. Increasing connectivity will require coordination of multiple governmental entities and creation of funding sources that do not exist today.

Economic Growth and Development: Competitive housing costs, competitively-priced land, and a friendly community atmosphere continue to attract residents and developers to Maricopa. The City has the opportunity to reserve space for future employment growth while ensuring

the responsible development of a sustainable community. Maricopa's proactive attitude and business-friendly processes and procedures are critical attributes that will provide an advantage over comparable business locations.

Citizen Engagement: Maricopa's population is highly educated, highly skilled, and highly motivated, representing a strong opportunity for the City to involve these residents.

In a recent focus group, participants overwhelmingly cited the community's small-town feel as a reason they love Maricopa. Through communications and marketing Maricopa will see enhanced participation. Citizens who feel connected to their City enhance the decision-making process.

With its technology savvy community, Maricopa has the opportunity to use social networking to communicate that Maricopa is the place to live and play.

Public participation, citizen engagement and volunteering create community. Citizen participation provides a source of special insight, which contributes to the credibility of community solutions. Volunteers can reduce the costs associated with community action. Community improvement is a product of citizen involvement, and engaging Maricopa's residents creates opportunities to improve the quality of life.

Relationships & Partnerships: Maricopa's geography offers the opportunity to build alliances with partners in both Pinal and Maricopa Counties. Maricopa has the opportunity to become stronger by building local and regional partnerships. With patience and persistence, Maricopa citizens will benefit from these strategic relationships.

A Commitment to Sustainability: Maricopa has an opportunity to embrace and integrate sustainability into the daily practices of governance.

Maricopa is already making strides to operate from a sustainable point of view, incorporating considerations of social, economic, and environmental impacts of decisions.

In addition, foundational documents such as the General Plan, Strategic Plan, and Economic Development strategy will all include sustainability as the framework. Maricopa has the unique opportunity to put these practices into place in the present in order to ensure a sustainable future.

Our Economy: Arizona's fiscal dependence upon construction activity and housing has left this state highly vulnerable during this economic downturn. Without economic diversification and the addition of state and local economic development tools to attract quality employers,

Arizona and Maricopa will find themselves behind the curve for economic recovery.

Development Deficiencies: Inadequate and inefficient transportation infrastructure along with speculative real estate prices in some areas of the City have left Maricopa without shovel-ready development sites. The community is highly underserved in the areas of goods and services, educational institutions, and medical facilities. Statewide over-reliance on the housing industry is resulting in a lack of funding for needed improvements, which may place the burden on local communities.

Fiscal Difficulties: The City's proximity to the Phoenix metropolitan area, with its established employment and retail centers, poses challenges to Maricopa's goal of economic sustainability. Because many residents work in the valley, the location of established retail centers near their places of employment leads to a significant amount of retail sales tax leakage from Maricopa.

Additionally, the prevalence of commercial and industrial developments in the metro area minimizes the opportunity to attract similar revenue enhancement opportunities to the City of Maricopa.

Capital Improvements: Incorporated in a rural, agricultural area of Pinal County, Maricopa is behind the curve in providing infrastructure normally found in a municipality of its size. In addition to the lack of infrastructure, the City has not yet designed its civic complex that gives a municipality its sense of identity, and there is currently no defined downtown business center.

Communication & Image: Current communications and marketing messages are disjointed. In order to enhance communications and maintain integrity in the brand, messages must be unified and all publications should adhere to communications standards. Maricopa must continue to develop communications tools that fit the needs of current and future residents. In addition, the City needs to maintain consistent imagery and messaging that promotes and supports its brand and values.



